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25 January 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: Package for Managers as a Guideline for Development
of Goals, Principles, and Standards for the CIA

1. Attached are two copies of the packages that the DCI referred to during his speech on 24 January 1984. The distribution of these packages within your organization and the manner in which you get your people involved is left to you. You will recall that the DCI wants "... from every corner of the organization, a broad examination of what we are about, what it is we want to foster and encourage, and the kind of things we can do to accomplish that. From this we will develop a statement of purpose applicable to this organization, to our mission, to the kind of customers we serve, and to the kind of work environment and tasks which our mission requires."

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2. Your inputs to the Director should be approximately two pages and provided to [redacted] not later than COB 1120 February 1984.

3. I have also attached copies of the DCI's speech for you to distribute within your organization for a better understanding of the Director's purpose and desires.

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Attachments

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STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR CIA

Mission and Purpose

CIA coordinates the production and dissemination of the U.S. foreign intelligence. We support policy with those special activities which supplement and complement normal diplomacy. Our resources are used to protect U.S. global interests from hostile activities of foreign intelligence and security services or international terrorist organizations.

Consistent with the Constitution and the rule of law, we provide policymakers and other elements within government with the most accurate, comprehensive, and highest quality intelligence possible, to enable them to anticipate events, choose among viable options and make decisions in the interests of protecting national security. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Organization

As the Agency charged with the responsibility for coordinating the U.S. foreign intelligence effort, CIA's operating elements are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, each undertakes to contribute to and make use of the role and performance of the others.

Ethics

Every member of the Agency must be constantly aware of and sensitive to the idea that our activities are conducted under the Constitution and laws of the United States. We produce the highest quality intelligence without regard to politicization, while remaining responsive to the President, the Congress and the American people. We must adhere to the highest standards of ethics in all our relationships and endeavors, knowing that anything less compromises the principles that we individually and collectively stand for, and diminishes our effectiveness with others. Through the exercise of organizational and personal discipline and integrity in performance and conduct we have overcome the inherent contradiction of a secret intelligence organization in a free society.

People

CIA's strength is the quality and integrity of its talented, creative, and dedicated people. In addition to recruiting the best people available, we must provide continuous training to develop the skills and expertise unique to this profession and to encourage the overall development of the individual. We promote

objectivity, imagination, and initiative by providing a positive work environment that challenges the employee while it encourages and supports responsible risk-taking as an essential element in the collection and production of intelligence. As a result, CIA professionals are instilled with and manifest a sense of pride in their own and the Agency's accomplishments.

Management

CIA's operating style is to encourage initiative, interactive communication, and self expression, providing the opportunity for creative thinking and allowing great freedom of action, including the right to fail. Objectives and goals are well defined, requiring efficiency, accountability, and results at all levels, but rewarding excellence by providing opportunity for personal growth, professional development, and career advancement.

Measure of Results

Unlike our counterparts in industry, we are not driven by profit motives. However, the prudent utilization of financial resources is essential, to allow us to achieve the maximum results with the smallest possible investment of taxpayer dollars. By utilizing the unique skills of our people and state-of-the-art technology, we are able to collect, analyze, and apply the most current and accurate information and judgments needed for the protection of national security. Ultimately, results are measured in the satisfaction of our customers, in the value, quality, relevance, and timeliness of the intelligence and operational product we provide.

Standards

We strive to exemplify the following:

- Excellence in the intelligence product;
- personal integrity and self-discipline;
- development of outstanding skills, confidence, and professionalism in our people;
- development and utilization of the most advanced technologies possible;
- maintenance of superior responsiveness, flexibility and adaptability to changing requirements;
- recognition of and dedication to our assigned role as the coordinator for the production and dissemination of foreign intelligence in the United States;
- leadership and recognition as the best intelligence service in the world.